MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

BPM2084 – PERFORMANCE MANAGEMENT

(All sections / Groups)

15 OCTOBER 2018
2.30 p.m. - 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of **THREE (3)** pages with **FOUR (4)** Questions.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY (40%)
Instruction: Answer all questions.

A new study by the Asian Institute of Finance (AIF), titled "High Performance Work Practices (HPWPs)", which looks at the Malaysian financial services industry, found that it is crucial for employers to put in place a robust performance management system that is able to measure employee contributions and achievements. The study, which surveyed more than 2,000 financial services personnel across the Malaysian financial services industry, found that highly satisfied employees, representing more than a third of the total population surveyed, ranked performance management as the top work practice followed by learning and development.

This suggests that for these employees, job satisfaction came from "what they could do" rather than "what the organisation can do for them". With performance management being a key factor among employees, management needs to prioritise having a good performance management system. In fact, the survey reveals that what financial services industry employees want most is to find meaning in their jobs and to have an effective relationship with their manager.

"With the shortage of talent across the Malaysian financial services industry, organisations need to act quickly to identify and implement HPWPs," said AIF Chief Executive Officer, Dr Raymond Madden. Although there is no 'one size fits all' model for HPWPs, he believed that the study can serve as a basis from which each organisation can map their own optimal work practices.

"Our research suggests formalised performance management is key to encouraging HPWPs," he said.

Excerpted from: https://www.thestar.com.my/metro/smebiz/news/2016/12/22/money-not-main-driver-of-performance-new-study-on-financial-services-industry-finds-job-satisfaction/

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SECTION A: CASE STUDY (40%)

QUESTION 1

a) Critically assess whether the firms in Malaysian financial services industry needs performance management system.

(5 marks)

b) Discuss the **SIX (6)** purposes of the performance management system serves.

(15 marks)

c) Explain any **FIVE (5)** advantages of implementing a performance management system for the employers of Malaysian financial services industry.

(10 marks)

d) How can the management of financial firms enhance the organisational support for the performance management plan in the strategic planning process?

(10 marks)

(Total: 40 marks)

SECTION B: SHORT ESSAY (60%)

Instruction: Answer all questions.

QUESTION 2

Performance consists of both task and contextual dimensions. Please define each type of performance and explain whether companies should focus on task performance, contextual performance, or a combination of both.

(20 marks)

QUESTION 3

Distinguish between key accountabilities, objectives, and performance standards. Describe the critical steps in adopting a results approach to measuring performance.

(20 marks)

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QUESTION 4

a) You are rolling out a new employee developmental programme and you are meeting with a manager who does not believe that documenting her employees' performance is a good use of time. Please explain to your manager why it is important to document employee performance, specifically in relation to achieving developmental goals.

(10 marks)

b) Explain why people are sometimes uncomfortable giving negative feedback.

(10 marks)

(Total: 60 marks)

End of Paper